

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

GLOBAL DEVELOPMENT ALLIANCE/ CREDIT DEVELOPMENT AUTHORITY

5th November 2003, Hotel Intercontinental, Lusaka

SUMMARY RECORD OF THE PROCEEDINGS

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CONTENTS

INTRODUCTION	1
Objective of the Workshop.....	1
Official Remarks.....	1
The USA Ambassador to Zambia.....	1
The Permanent Secretary (B EA), Ministry of Finance and National Planning.....	1
The USAID/Zambia Mission Director.....	2
 PRESENTATIONS AND DISCUSSIONS ¼ ¼ ¼ ¼ ¼ ¼ ¼ ¼ ¼ ¼ ¼ ¼.....	2
Global Development Alliance.....	2
Corporate Social Responsibility.....	3
Local Global Development Alliance Experiences.....	3
Dairy Alliance.....	4
Milk Alliance.....	6
Agriculture Export Alliance.....	7
Zambia Agribusiness Technical Assistance Center.....	7
Agriflora.....	8
Development Credit Authority.....	9
 CLOSING REMARKS	10

APPENDIXES

- Representation of Attendance List
- Workshop Program
- Remarks by the U.S Ambassador
- Remarks by the Permanent Secretary, Ministry of Finance & National Planning
- Remarks by the Acting Director, USAID/Zambia
- Global Development Alliance Paper
- Corporate Social Responsibility Paper
- Development Credit Authority Paper

INTRODUCTION

The Global Development Alliance (GDA) and Development Credit Authority (CDA) workshop was held at Hotel Intercontinental in Lusaka on 5th November 2003. The United States Agency for International Development (USAID) Zambia Mission sponsored the workshop. In attendance were 117 participants drawn from various sectors of the economy (see appendix I)

Objective of the Workshop

The objectives of the workshop were to:

Present the Global Development Alliance conceptual framework to stakeholders of USAID/Zambia's programmatic areas

Share GDA experiences and,

Examine the potential for enhancing implementation of the GDA model in Zambia

(See workshop program at appendix II)

Official Remarks

The workshop commenced with Acting Director USAID/Zambia welcoming the participants to the workshop and then introduced the guests of honor

US Ambassador to Zambia Mr. Martin Brennan

In his speech, Ambassador Brennan did announce that The United States government will in the next seven years provide US \$350 million in form of bilateral assistance to Zambia. He said the money would be used to help Zambia fight HIV/AIDS, improve small and medium scale entrepreneurs, improve and expand education, health and improve good governance. He emphasized that it would be foolish to think that the money would be sufficient for Zambia to achieve its potential. He said several other donors and organizations were already assisting Zambia solve some of its problems. He challenged organizations and institutions to pool their resources together in an alliance to help Zambia. (A full text of his official remarks is attached at appendix III)

The Permanent Secretary (B.E.A), Ministry of Finance and National Planning Mr. Richard Chizyuka

The government of Zambia welcomes new initiatives under the development assistance program, which are designed to enhance flows of development assistance of its citizens. Mr. Chizyuka pointed out that Zambia faces enormous challenges that require to be faced with collective resolve. In this regard, the government has always recognized the invaluable role of the donors, civil societies and all stakeholders in helping government surmount the obstacles of national development

He said, the government of Zambia is glad to recognize that USAID has, through a consultative process with Government and other stakeholders, concluded its Country Strategic Plan for the 2004 B 2010. This important Strategic Plan clearly stipulates how the USA government intends to work with the Zambian government in tackling some of the problems that the nation faces. (See appendix IV for the full text)

The USAID/Zambia Acting Mission Director, Ms. Helen Gunther

The Mission was in the process of implementing the Country Strategic Plan for Zambia whose main focus is on increased private sector competitiveness; improve quality of basic education and health, accountability and a multi-sectoral response to HIV/AIDS.

It was hoped that through the workshop, the Zambian based private sector and civil society will be encouraged to take an interest in the opportunities made available by USAID, both as a business opportunity and as an act of social responsibility, to be partners in developmental efforts in Zambia. (Full text at appendix V)

PRESENTATIONS AND DISCUSSIONS

Global Development Alliance and Corporate Social Responsibility by Aron Cramer, Vice President, Business for Social Responsibility

The presentation centered basically on what is Global Development Alliance; why Global Development Alliance; what is not; how it operates; experiences to date and; resources available.

It was pointed out that GDA is USAID and private partners collaborating to collectively define and resolve developmental problems. This move has been necessitated by the changes in the global environment. Through alliances, it is hoped that USAID could increase its effectiveness in meeting developmental objectives.

It was pointed out that Public-Private Alliances (PPA) are not entirely new nor is it everything that USAID does.

Some of the benefits to businesses for doing work with USAID include:

Increased collaboration with policymakers and key institutions

Development experts are provided for

Funding is available

Critical issues required looked at before getting into alliance include:

Knowing why you want to collaborate

Finding compatible partners

Finding the right strategic fit among partners

Defining your expectations

Corporate Social Responsibility (CSR)

After the presentation on GDA the presenter went on to discuss CSR

CRS was defined as achieving commercial success in a way that honor ethical values and respect people, communities and the natural environment. Some of the critical issues covering convergence with development agendas were given. These included governance, conflicts and community dialogue, climate change, human rights and social exclusion to mention but a few (see appendix VII for full text)

Local GDA Development Experience by Chris Muyunda, Project Management

Specialist

The USAID/Zambia is presently participating in six alliances. These alliances are at different stages in terms of activity implementation. The alliances are as follows:

Zambia Dairy or Milk Collection Alliance: This is in partnership with several milk processing agribusinesses, and Golden Valley Agriculture Research Trust (GART). The aim of the alliance is to consolidate and expand the milk collection concept in Zambia so that rural communities can harness this resource that would otherwise go to waste for lack of market

Smallholder Fresh Vegetable: The analysis shows that horticultural production has the greatest impact on the income of the peri-urban areas. An alliance has been established between small holders producing fresh vegetables to enable the small holder become all-year producers for the export market, mainly through access to appropriate irrigation facilities

Zambia Chamber of Small, Medium Business Association (ZCSMBA): The alliance is convinced of the critical role that small businesses play through out Zambia in providing outreach services to small farmers. But these small businesses require various services and other requisites. Strengthening business associations at the district level is one way to ensure the vital growth of the small-medium activities.

Warehouse Receipt Program: In collaboration with the Zambia National Farmers= Union (ZNFU), and others, efforts were made to establish, consolidate and expand the concept of warehouse receipt program so that farmers can obtain credit based on the inventory of their commodities in a warehouse. It is an innovative way of providing both storage and credit, and encourages commercial activities in rural areas

Skills Building Alliance - ICT: Effective use of information technology is catalyst for growth in all sectors. Accordingly USAID B Zambia is working with a renowned international IT company, Cisco Systems, and other stakeholders to address the issue of shortages in skilled manpower in the ICT area by establishing an academy at the University of Zambia, and also enhance the capacity of Zambia ICT policy makers / regulatory institutions

Livingstone Linkages Alliance: this was the first alliance to be established by the USAID - Zambia. The alliance was established with a view to encourage the emergence of collaboration between farmers, traders and business sector in the Livingstone area to enhance their productivity and product delivery capacity to meet the requirements of the revitalized tourism sector. This is critical more so following major investments by Sun International. This is a mature alliance and because of this, USAID is about to pull out of the alliance and that the rest of the stakeholders will continue to work as an alliance.

Lesson learned: Global Development Alliance allows for wider views on a developmental issue. It assures sustainability especially in an event that one stakeholder comes out, the remaining will continue; an example at hand is the Livingstone case where USAID is no longer providing resources

The Dairy Alliance - Tim Durgan

The Dairy alliance was amongst the first established by the Mission. The alliance was borne from the Zambia Dairy Enterprise Initiative which has been supported by the Dairy Program in Washington DC, from which Land O Lakes began its work in Zambia. Also, the other partner Zambia Agribusiness Technical Assistance Center (ZATAC) had started a pilot smallholder dairy project in the Southern Province of Zambia in 2001. Another of the partners, Golden Valley Agriculture Research Trust, GART, has been involved in expanding the Magoye milk collection center over the last several years.

This Dairy Enterprise Initiative and the Alliance have always held firm to a market and demand driven approach to expansion of the dairy industry in Zambia. As an alliance, there is a strong emphasis on involving smallholder producers in dairy production and selling their milk to the formal sector, which is the dairy processing industry.

The three key focus areas of the alliance are:

1. Industry-led market development, Education and Promotional Campaign. This initiative has been spearheaded by the Zambia Dairy Processors Committee, an association of the dairy processors within Zambia, which was assisted in its formation by Land O Lakes. The ZDPC had been involved in:

Expanding domestic and export markets through a promotional campaign for Zambian produced dairy products.

Educating both broad and targeted consumer populations on the health benefits of consuming dairy products, including youth, mothers and HIV/AIDS affected individuals.

- Sponsoring school programs for educating youth on dairy products.

- Initiating a Seal of Quality which assures the consuming population and export buyers that Zambian products meet minimum standards of quality.

2. The second area of emphasis is Product Development and Improvement and Quality Assurance Systems. Again the focus area is work done in collaboration with the processors which includes:

- Development of new dairy products and improvement of existing products.

- Providing technical assessments of dairy processing facilities, related to line capacity, technology, quality control systems, package systems and quality.

Over the last 2 years more than a dozen new products have been introduced by processors.

- Eight firms who have been actively improving product quality and developing quality assurance systems in their facilities.

- Sales amongst most of the processors have increased over the last 2 years.

3. The third area of emphasis, is Raw Product Supply Improvement from Smallholder Producers. This area is the cornerstone of our Alliance and involves:

- Establishing business linkages between smallholder producers and processors.
- Stimulating the formation of producer cooperatives and assisting in the establishment of milk collection centers with bulk cooling tanks. Milk collecting centers are in rural areas, some as far away 120-150 kilometers from the processing facility.
- Technical training of smallholder farmers in the areas of production, health, nutrition, milk handling and hygiene.
- Training of cooperative managers and leaders of the daily producer groups and milk collection centers.
- Technology transfer to smallholder producers and cooperatives.
- Development of supply and service linkages to producer organizations.

Some of the Results to Date include:

- Establishment of seven new milk collection centers and the improvement of three existing centers. Current plans include the immediate establishment of five more collection centers. These centers are owned and operated by the smallholder producers.
- Volume of raw milk produced by smallholder farmers has increased significantly, resulting in more milk sold to processors by these small farmers.
- Smallholder farmers have increased their income from the sales of milk to the collection centers. In several large geographic areas within Zambia, small farmers own large numbers of cattle, which enable them to enter the formal dairy marketing channels at virtually no additional cost.

He acknowledged the Alliance partners who are committed to building smallholder dairy production in Zambia as:

ZATAC Ltd, Likando Mukumbuta
 GART, Dr Steven Muliokela
 Buteko Milk Collection Center
 Parmalat
 Finta Danish Dairies, Mr. Prasanna Fernandez
 Heifer Project International, Mr. Kwacha Chidiza
 Ministry of Agriculture and Cooperatives
 LAND 'O LAKES, Mr. Kevin Kabunda

Unlike some other agriculture products, smallholder producers receive the same price for their product as their commercial/large scale counterparts. The price of milk to the producers increased by 20% this past year.

The partners were given an opportunity to address the session about their experiences under the alliance.

Testimonies from Members of the Milk Alliance

Mr. Hapela and Mr. Mweemba from Magoye

They have about 100 members of the alliance who have come together. Some of the alliance members include GART, Ministry of Agriculture and Cooperatives and Parmalat

(Z) limited. With the assistance from stakeholders, milk collection centers were established

From the time the alliance was formed, they are now able to sell their milk in an organized manner under one roof. They are able to sell from as little as 2.5 liters to 90 liters a day.

Because of the alliance, they are able to access loans and the repayment rate has improved drastically -over 80% over a period of six month. Also, it has been easier for them to access training especially from GART

Women's participation in the milk business has increased

Because of the alliance, they are able to voice themselves on any issue.

Living standards have improved drastically

Problems

Because of wider dispensation of villages, those outside the cycling distance are unable to take their milk to the centers

In order to increase the supply of milk, they need >proper milking cows= B the exotic ones with high milk yield

There is need for bull services (robust bulls that can sire rapidly)

The price for the milk is too low

Buteko Cooperative, Lusaka West B Mr. R.S Divecha

The objective of the alliance is to integrate vegetable and daily products so as to reduce costs. So far, for the two months the program has been in place tremendous progress has been recorded. Costs have reduced by 40 percent

Before the alliance, they did not know how to market their products (milk), they did not know how to manage the cattle. As he jokingly pointed out, the cows were milking them as opposed to them milking them. Now it is the opposite B thanks to the alliance and in particular Land O Lakes

The basis of dairy farming in the country is the small farmer who needs assistance in form of training

Parmalat - Mr. Theron

What Parmalat has brought to the alliance is strong marketing. Before Parmalat came the market was fragmented but now it is more organized

Zambia Agribusiness Technical Assistance Center (ZATAC) - Mr. Mukumbuta

The following are the objectives of ZATAC:-

- Commercialization of smallholdings production by mobilizing / formation of groups that will directly participate in the dairy market through the development of collection linkages. The idea it to enable these groups access services which will enable

- them to effectively market raw milk through milk collection centers
- assist in the development of infrastructure through the construction or improvement of housing cooling facilities
- provide milk hygiene and handling training
- provide training in business management at cooperative and farm level
- Linking the small holder to value chains that provide reliable markets
- Monitoring and Evaluation Systems

Problems

- There is the issue of contributions from members
- Distance: The remoteness of some place has made it difficult for milk collection to be done effectively because of higher costs involved. This has further been compounded by inadequate transport facilities
- In certain areas there is no power making it difficult to provide cooling systems so as to preserve the milk
- Business culture: The old *cooperative mentality culture* is still prevalent. This is a negative culture that does not allow for progression

Agriflora Experience - Mr. Harvey

Agriflora decided to get into an alliance with fresh vegetables smallholders because of: -the unlimited market especially in the baby-corn

Social responsibility B small growers needed some sort of market support B lesson learnt from Zimbabwe after the pull out of big commercial farmers

Question and Answer / Comments Session

Comment:

GDA is a useful model of integration. This was clear from the presentation. Any effort in poverty reduction or wealth creation that does not involve people is futile. The other example of successful alliance that should have been presented is that of Zambia Sugar and the numerous small farmers supplying it. It will be useful if a similar alliance is established for the Zambia Wild life Authority

Question Mr.Temba - Africare

Conflicts are bound to occur especially in situations where big business firms take advantage of smaller ones. What protective mechanisms are there to ensure that there are no conflicts?

Answer

Members of the alliance will have to sign a memorandum of understanding

Question: P. Chikoye, Afronet

What is the Milk Alliance doing in Western Province (Mongu, Kalabo)?

Answer

ZCSMBA is doing something in the area of beef in Mongu and Kalabo. A partner has been identified in these areas and discussions are underway to establish milk collection centers. As for Eastern province, the market is not as big

Question; Mr. Hazamba

Any plans to mainstream HIV/AIDS into the project?

Answer:

This is being integrated in the training programs offered by ZATAC Limited. So far reading material and radio programs have been developed

Question; Simon Kabanda - Zambian Women Writers Association

What is being done to ensure gender equality in the alliances?

Answer:

At the moment the SADC benchmark of 37 percent (required proportion of women in any given venture) is being met. Efforts are underway to ensure that the proportion of women in these projects increases beyond the SADC benchmark

Presentation on the Development Credit Authority by Karl Fickenscher Regional Legal Advisor, South Africa/Angola

Development Credit Authority (DCA) is a dynamic fully supported USAID tool that focuses on risk sharing of up to 50 percent with local private institutions. DCA facilitates credit that otherwise would not be feasible.

DCA enables financing of >bankable= projects that otherwise lack access to credit from private financial markets. It encourages increased lending by local banks to new areas and various development sectors. In order to eliminate the exchange risk, debt is denominated in local currency.

Some of the benefits are that DCA provided significant budget leverage. For instance, for every dollar (or local currency equivalent) loaned pursuant to a DCA guarantee, the cost to USAID is approximately 2 to 7 cents. DCA leverages the knowledge and resources of its partner. That is, since DCA partners= money is at equal risk, the partner can be relied on to provide highly reliable information on due diligence and monitoring.

DCA products include;

Loan Guarantee: Financial institutions receive up to 50% coverage on principal amount of loan

Bond Guarantee: Investors are protected on a portion of a bond issuance

Portable Guarantee: A DCA letter of commitment allows borrower to seek best terms from financial markets

Portfolio Guarantee: Financial institutions receive up to 50% coverage on principal amount of portfolio loans they provide to their customer. This is the most common product

Note: There is no initial USAID funds transferred to DCA partners; USAID funds are only paid after a borrower defaults on its loan/bond (see full text at appendix VII)

Question and Answer Session

Question - Mukela Muyunda

DCA is one sided. It removes only the fears of a lender (who gets guarantee from the Mission) and not the fear of the borrower. The cost of borrowing is still very high B and this is the concern of the borrower

Answer:

The purpose of coming up with DCA is to reduce the cost of borrowing. Hence the 50 B50 risk taking with financial institutions. We tried 100 % borrowing on a housing project in South Africa. The moment we stopped, the banks walked away. DCA is not designed to address all market imperfections taking B just some.

Question Dr. Silane Mwenechanya

The DCA and GDA are good concepts. But can't these be taken to a basic farmer so that they too grow to the levels of Agriflora for instance?

Answer:

DCA is a tool and GDA is the way of doing business. It all depends on the way you structure your business. Due diligence is one of the requirements. The mission has realized the need to boost the operations of the outgrowers. However, outgrowers have lower risks. As such, even the potential benefits are limited

Question: Dr. Silane Mwenechanya

Why not enable the small farmer move from small to big without passing through middlemen like Agriflora

Answer:

There are standards to be met on the international market, even Agriflora is not meeting the USA standards. The alliance smallholders have with big farmers are actually a learning phase

Question: Dr. Silane Mwenechanya

Can DCA be applied on the on a market like that of Zambia with a lot of I imperfections?

Answer:

It is being applied in South Africa where there are a lot of distortions as well and so far it is working well.

CLOSING REMARK BY SUPERVISORY PROGRAMME OFFICER, DR. KIFLE NEGASH ON BEHALF OF THE ACTING DIRECTOR

The Program Officer thanked the participants for their active participation. He pointed out that in the coming year the Mission will announce a website for all planned activities under the five year focus areas and called on all participants to carry out these activities in a form of private B public alliances. There is no pre-defined minimum number of partners. He encouraged all alliances to clearly establish up front how the interest and objectives of each party converge. These of interest and objectives should then lead to an operational plan that, if implemented, will produce clear defined development results

He pointed out that alliances should seek, at least, one-to-one match. Matching resources need not always be money. Different partners can contribute different things. In addition to monetary contributions, in kind resources, technical know-how assistance and the like are available.

He said that while alliance proposal must specify what each part is contributing at the outset, it is also recognized that lasting alliances are living, changing entities. Some alliances will start small and mature and succeed with time B and so is trust

Remarks by U.S Ambassador Martin G. Brennan

Zambia is a country with great needs, but it also has potential of even greater magnitude. There is much that Zambians and the friends of Zambia can do to fight hunger, reduce poverty, and prevent disease, to protect the environment, educate children, and strengthen democracy.

The U.S Government is a steadfast partner of Zambia in meeting theses challenges. One reflection of our commitment is the seven years Country Strategic Plan recently adopted by the U.S. Agency for International Development. This plan foresees expenditures in Zambia of approximately USD 350 million from 2004 through 2010.

Yet that is only part of the picture. Americans know that government acting alone is not the answer to big problems. That is why we have asked private companies, churches, foundations, and non-governmental organizations in the U.S to join USAID in assisting communities in developing countries. The share of overall development assistance from these sources has risen significantly over the last 30 years.

We call this public-private partnership for development the Global

Development Alliance. Speaking before Congress on May 10, 2001, Secretary of State Colin Powell called the GDA a fundamental reorientation in how USAID sees itself in the context of international development assistance, in how it relates to its traditional partners, and in how it seeks out and develops alliances with new partners.@ The GDA draws the boundless assets and knowledge of the private sector into joint action with governments.

With the private sector becoming more active in development, USAD can extend its ability to advance international development by working in concert with others. As we expand such partnerships, we must actively involve local leadership and local beneficiaries from the outset. Local ownership and leadership are keys to success.

Remarks By The Acting Mission Director Ms Helen Gunther

USAID/Zambia will soon commence implementation of its recently approved Country Strategic Plan (CSP) for Zambia for the period 2004-2010 which has an estimated funding of \$350mn. The CSP as some of you may know focuses on increased private sector competitiveness, improved quality of basic education, improved health, a more accountable government and a multisectoral response to HIV/AIDS, and was developed through a consultative process with a broad range of stakeholders.

It is hoped that through this workshop, the Zambia-based private sector and civil society will be encouraged to take an interest in the opportunities made available by the USAID, both as a business opportunity and an act of corporate social responsibility, to be partners in development to bring Prosperity, hope and better health for Zambians. The purpose of this workshop is to raise awareness and understanding of the concept and practice of public-private partnerships for Global Development Alliances (GDA).

The GDA program, which is an integral part of the CSP, recognizes that a lot of private institutions, such as private companies, nongovernmental organizations, foundations, churches are involved in providing development assistance. It is, therefore necessary to combine resources of the governments, through development agencies, with those of the private sector along common themes. By availing public resources, and deploying its new technologies and expertise, USAID hopes to leverage private resources to enhance the total development aid, and its efficacy in achieving its objectives of uplifting the lives of people in Zambia.

USAID will also introduce its financial guarantee mechanism offered by USAID's Development Credit Authority, to facilitate institutional borrowing of financial resources for development and commercial activities.

The workshop will discuss the conceptual framework of Global Development Alliances, corporate social responsibility and the financial services of the Development Credit Authority. Emphasis will be placed on the practical implementation of these partnerships, including recent Zambian experiences of a multi-stakeholder perspective on the corporate-community engagement of a large horticulture program and a dairy farming program.

The resource persons for the presentations are drawn from U.S while representatives from the local community, an international NGO and the company will discuss the lessons learned and benefits accrued from working together to balance the needs for corporate success, local economic development and national economic growth.

Remarks by Mr. Richard Chizyuka, Permanent Secretary (Budgeting and Economic Affairs) Ministry of Finance and National Development.

Your Excellencies, Mr. Martin Brennan, Ambassador of the United States of America to the Republic of Zambia, Director for USAID, Helen Gunther, invited guests, ladies and gentlemen

I am delighted to join you and participate in the discussion on the Public Private Partnership being implemented and developed under the Global Development Alliance of the United States Agency for International Development (USAID)

The government of Zambia welcomes new initiatives under the development assistance program, which are designed to enhance flows of development assistance to its citizens, as well as to enhance its efficiency and effectiveness, in meeting the developmental challenges that the country faces.

Zambia faces enormous challenges that require to be faced with collective resolve. In this regard, the government has always recognized the invaluable role of the donors, civil societies and all stakeholders in helping government surmount the obstacles of national development

The problem of HIV/AIDS pandemic, and its devastating impact on the economic and social well being of the country, and the difficulties of meeting the health and education needs of the growing population of the country, are some of the challenges Zambia is facing. This coupled with the need for effectively exploitation of the country's natural resources, and transforming the economy into a vibrant and competitive player in the international marketplace for the benefit of our people

We are glad to recognize that USAID has , through a consultative process with Government and other stakeholders, concluded its Country Strategic Plan for the 2004 B 2010. This important Strategic Plan clearly stipulates how the USA government intends to work with the Zambian government in tackling some of the problems that the nation faces. Such consultative process ensures that development assistance programs pursued by the partners are close as possible to the aspirations of the intended beneficiaries, the people of Zambia. The resources to be deployed under the plan are estimated at US\$50 million per year. This is a significant amount, although it does not meet all the country=s needs. A lot more resources are still required to improve the conditions of our people. The government is however, most grateful and very appreciative to the people of the United States for their generosity and readiness to assist us in our development efforts.

It is for this reason that the government welcome the initiative by the USAID to promote Private B Public partnerships under the Global Development Alliance, a mechanism to attract greater volume of resources from the private. The government is aware that the initiatives of this kind have worked well in other parts of the world. As a result, the government is undoubtedly keen to replicate these initiatives in our country.

The government through its main instrument of development, namely, the Poverty Reduction Strategy Paper (PRSP) and the Transitional National Development Plan (TNDP) have prioritized the development of agriculture, tourism, mining, industry and energy. It is in these areas where government wishes to promote investment, increase production and link outputs to

markets.

The role of small and medium sized business in stimulating economic activities and promoting wealth creation has been identified as the area of great importance. I therefore encouraged development programs that will have a specific focus toward small and medium scale enterprises

I note with satisfaction that some of the initiatives that have been undertaken in Zambia cover such areas as agriculture production and marketing as well as light manufacturing. These initiatives make this program (GDA / DCA) fully consistent with the government policy goals. These are considerable opportunities in which development assistance and private sector can provide catalytic value to Zambia's development process

One of the most pressing problems of development, as identified by the people, has always been the lack of accessible and inexpensive credit. It is therefore encouraging to see that USAID has provided credit guarantee services to facilitate access to finance from financial institutions, as an instrument of establishing such partnerships. We call upon all financial institutions to explore this opportunity vigorously

I wish to commend the partnership and the work that the US private companies and the non-governmental organizations are doing in uplifting the standards of living in the country. This, was a clear demonstration of corporate social responsibility. The Zambian based organizations, both local and international, should take up the challenge of initiating and extending corporate social responsibility programs by utilizing the opportunity of working with international development agencies

I wish to assure you of government's commitment and interest in new innovations in development assistance, which augment and enhance efficiency and effectiveness of development aid and add value to the cooperation

Closing remarks by the Acting Mission Director

- Having heard the presentations on the Mission's new mode of operations by the use of public-private alliances, I am sure that most of you want to know the next steps.
- We will in the coming year announce on our website our planned activities under the five focus areas and call for applications to carry out these activities. These announcements will encourage public-private alliances. There is no pre-defined minimum or maximum number of partners. Exploration of possible alliances should involve wide consultation with possible partners.
- Alliance must clearly establish up front how the interest and objectives of each party converge. This expression of interests and objectives should then lead to an operational plan that, if successfully implemented, will produce clearly defined development results. GDA alliance should not simply be grants to organizations that have expressed an intention to seek third party partnerships that are not yet formed.
- GDA alliances should seek, at least, a one to one match. Matching resources need not always be money different partners can contribute different things. In addition to monetary contributions, in-kind resources, intellectual property, implementation know-how, and technical assistance are also valuable contributions.
- While alliance proposals must specify what each party is contributing at the outset, it is also recognized that lasting alliances are living, changing entities. Some alliances will start small and expand over time as the alliance matures and succeeds, trust is built, and the benefits to the partners become clearer.
- As explained loan guarantee is a form of an alliance which can make funding available to specific sectors where the need exists to encourage sustainable local economic growth. DCA loan or bond guarantees are often complemented by USAID assisted training that helps banks better perform cash flow analysis, due diligence and risk management on loans to underserved sectors. The combination of partial guarantees and training has introduced local financial institutions to new lending opportunities in the housing, microfinance, infrastructure, energy and agribusiness sectors.
- We look forward to working with you as your specific alliance ideas take shape.

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
Global Development Alliance/Development Credit Authority

Private B Public Partnership Workshop
Wednesday, November 5, 2003
From 08:00 B 17:00 hours at the Intercontinental Hotel

No	Last Names	Other Names	Position	Organization
1	Babber	Dev		Zambia Association of Manufacture
2	Black	Ronald	Chief of Party	ZAMTIE
3	Mawere	Lazarous		Food Reserve Agency (FRA)
4	Morina	Orhan	Country Director	Service B C B Safe
5	Moult	John	Managing Director	Zambia Sugar
6	Mumba	Theresa		ZBCA
7	Musheke	Morris		Women=s Lobby
8	Muyunda	Mukela		Zambia Wildlife Association (ZAWA)
9	Nawa	Jennipher	Head, Corporate Affairs	Standard Chartered Bank (z) Ltd
10	Nyumbu	Mutinta		JSI
11	Phiri	Vironica	Program Officer	World Vision International
12	Sanikosa	Robert	Economist	Zambia National Farmers Union
13	Shapi	Chombwe	Manager, Man Power	ZESCO
14	Siawiza	Robbie	Country Director	Policy Project
15	Sichula	Maxwell	Director	ZCSMBA
16	Warrick	Drake	Chief of Party	EMIS
17	Lubinda	L A		Times of Zambia
18	Marohn	L		GTZ
19	Biemba	G	Executive Director	CHAZ
20	Chikoye	P		Afronet
21	Chilikwela	Crispin		Zambia Seed Co. Ltd
22	Chilila	Billy		Castor Company
23	Doll-Manda	Karen	Director	Family Health International
24	Hughes	Richard	Country Director	JHPIEGO
25	Kayanta	Rachel		Kalwa Dairy
26	Milapo	Nalikui		Oasis Forum
27	Mondela	Kabumbo	President	ZARAN
28	Munshi	Abdul A	Managing Director	ZCSMBA
29	Mushingwani	Stanely	Marketing & Enterpren. Dev	Ministry of Agriculture

30	Muwamba	Ernest	Deputy Director	ZCSMBA
31	Mwaba	Gwen	Head, Wholesale Banking	Stanbic
32	Mwenechanya	S K		Zambia Business Forum
33	Peasa	Jo	HIV/AIDS Program Co-ordinator.	Copperbelt University
34	Seabrook		Managing Director	Dunavant
35	Siame	Daphetone	Country Director	International HIV/AIDS Alliance
36	Tilley	Peter	Director	Care International
37	Dag	Sherchard		ZATAC
38	Likando	Mukumbuta		ZATAC Ltd
39	EL-Said	EL.Enanay		Egyptian Embassy
40	Allison	George	Chief of Party	CLUSA
41	Graybill	Edward	Chief of Party	Changes Project
42	Hazemba	Oliver	Regional Technical Advisor	RPM Plus
43	Kaweche			Wildlife Conservation Society
44	Lovick	Linda	Chief of Party	Catholic Relief Services Success
45	Monze	Emily		Initiatives
46	Mulenga	Regina	Head, Trade & Cash Magmt	Barclays Bank (z) Ltd
47	Phiri	B	USAID/Desk Officer	Ministry of Finance
48	Nkalamo	Daniel		ZAMCOM
49	Temba	Joseph		Africare
50	Tembo	Chama		Citibank
51	Tembo	Oscar		SACCORD
52	Theron	Piet	Managing Director	Parmalat (z) Ltd
53	Ventimiglia	Tom	Country Director	PCI
54	Makulu	Bruce		ZIHP
55	Musumali	C		ZIHP
56	Maambo			Land O= Lakes
57	Mate	Webby		Micro-Finance
58	Muleya	Betty N		Salvation Army
59	Shacienda	Shapi		Press Club Lusaka
60	Fundanga			United Nations Global Compact Program
61	Tembo	Chama		Citi Bank
62	Banda	Nelson	Supply Clerk	USAID/Zambia
63	Bobo	Eustace	Chief Accountant	USAID/Zambia
64	Chilala	Einnie	Education Specialist	USAID/Zambia
65	Fernando	Nishana	Program Development Officer	USAID/Zambia
66	Griffiths	Dann	Economic Growth Manager	USAID/Zambia

67	Gunther	Helen	Acting Director	USAID/Zambia
68	Hawes	Frank	Democracy & Government adv.	USAID/Zambia
69	Henning	Fredrick	Education Advisor	USAID/Zambia
70	Kangote-Mutamfya	Catherine	Program Assistant	USAID/Zambia
71	Levitt-Dayal	Martha	HIV/AIDS & Child Survival	USAID/Zambia
72	Mpuku	Herrick	Program Economist	USAID/Zambia
73	Muyunda	Cris	Project Management Specialist	USAID/Zambia
74	Mwaka	Lucy	Procurement Agent	USAID/Zambia
75	Negash	Kifle	Supervisory Program Officer	USAID/Zambia
76	Shitima	Mwansa	Deputy Executive Officer	USAID/Zambia
77	Stala			USAID/Zambia
78	Joseph			USAID/Zambia
79	Nampito	Muzinge		Radio Choice
80	Mukelabai	Mathew M		Parliament
81	Fr. Swiperski	Tradeuse		Chikuni Radio
82	Mwanaumo	Anthony	ACF	ACF
83	Kabanda	Simon		FODEP
84	Kabanda	Simon		ZAWWA
85	Mulenga	Patricia		PAS
86	Mulyota	Samson	Camera Man	ZNBC
87	Zulu	Grevazio	Reporter	ZNBC
88	Grant	Anthony		Finance Bank - Zambia
89	Hennie	Trollog		Zambia 6
90	McCann	Jack		Fact
91	Single	Derrick		Mirror
92	Crude	Robison		SFH
93	Maple	Nancy		Daily Mail
94	Mabuchi	Speedwell		The Post Newspaper
95	Masked	Mark		America Centre
96	Melinda	Livers age		Times of Zambia
97	Chipampwe	Joseph		Finance Bank
98	Mumba	Dominic		Anti-Voter Apathy Project
99	Mumba	Mafwenko		ZANA
100	Hapeela	Mweemba S		MSSDFA
101	Mambo	Bornface		MSSDFA
102	Chogogora	Emmanuel		ADRA Zambia
103	Sinzela	Evans		Q-FM

104	Syafunko	Mervin	MISA-Zambia
105	Muneku	Fabian	LAZ
106	Divecha	R S	Buteko Co-op, Lusaka West
107	Harvey		Agriflora
108	Mulenga	Dr. Sixtus C	Konkola Copper Mine Plc, Chingola
109	Chimingo	A B	M-Films
110	Vangent	R V	CHEETAM - Zambia
111	Kagulula	Solomon	